

ADMINISTRATIVE - INTERNAL USE ONLY

MIDCAREER COURSE NO. 43

6 October - 8 November 1974

COURSE REPORT

STATINTL In the almost unanimous opinion of the students and staff, the 43rd was a highly successful running of the Midcareer Course. [REDACTED] agree STATINTL that this was a spirited and committed class, very much concerned and involved in all aspects of the course. To [REDACTED] -who returned to run a Midcareer Course after an absence of three years--the Midcareer Course is still in excellent health and going strong. Although the course has undergone some substantial alterations and revisions in the past three years, remarkably little appears to have changed. One of the important aspects of the course which remain unchanged is the enthusiasm of the students and their active participation in the course, ingredients which appear to be perennial and lasting hallmarks of the Midcareer Course.

STATINTL The class was in general agreement that the stated objectives of the course had been met and that it lived up to its reputation and the expectations of the students.

Statistics

A total of 30 students attended the Course--nine from the Operations Directorate, six from the Intelligence Directorate, seven from the Directorate of Administration, seven from the Directorate of Science and Technology and one assigned to the DCI Area. The average grade of the students was 12.8 with 10 GS-12's, seventeen GS-13's and three GS-14's. The average age of the students was 35.9 with the ages ranging from 28 to 42 years. This tied the 40th class for the lowest average age of any Midcareer Class. Average length of service of the class was 10.3 years ranging from three to 20 years.

Major Changes

The only really major change in the entire course was the use of commercial air for the first time in a Midcareer Course to transport the class on its field trip. Since this

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was a relatively short (400 miles) one-leg flight to Detroit, the actual cost proved as cheap or cheaper than using Air Force transportation.

The course began on a high note with the opening talk by General Walters and the pace and level of the sessions and the lively and stimulating interaction between the speakers and the students, and particularly among the students themselves, was sustained throughout the course.

Mr. Blake was the lead-off speaker in Phase I in an evening session at [REDACTED] the first Monday at [REDACTED] Receiving the highest student evaluations in Phase I along with Mr. Blake were Messrs. [REDACTED]

The DDI and DDO speakers received the highest marks from the students with the S&T speakers getting the most adverse criticism. One of the substitute S&T speakers, [REDACTED] from OD&E, spoke to a Midcareer group for the first time, and his, along with one of the other S&T presentations, was too technical and unsuitable for a group as mixed as this one. Sayre Stevens, who led the S&T contingent, is aware of this problem and promised some revision of these presentations for future classes.

The liveliest and most popular evening session at [REDACTED] was spent with [REDACTED] both of whom were in rare form. They, along with Bill Nelson, [REDACTED], contributed to making a particularly strong DDO input.

Phase II was marred by four speaker substitutions, Admiral Showers for John Clarke, IC Staff; Kurt Jones for Bill Hyland, INR; Lt. Col. Don McDonald for Col. Kennedy, NSC Staff; Comdr. Lionel Olmer for Wheaton Byers, PFIAB; and one outright cancellation, [REDACTED] for NIO's, for whom no substitute could be obtained. Two of the substitutes, McDonald and Olmer, gave outstanding presentations and several students suggested that they be invited to speak to future courses. Two of the Phase III speakers [REDACTED] and [REDACTED], who substituted for [REDACTED] adequately filled in the gaps left by the cancellation of the NIO speaker. Indeed [REDACTED] who had received poor marks as a speaker in two earlier courses, this time gave a particularly fine presentation on an intelligence view of the Middle East, in addition to addressing himself to the role of the NIO.

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The field trip to Detroit turned out to be the weakest part of the course. Although well-organized and running without a flaw, many of the students thought that the visits to the General Motors Company Technical Center, the Rand Company River Rouge Plants and the Parke-Davis Pharmaceutical Production facilities were somewhat less than relevant and generally conducted at too low a level. Although a number of the students commented that the "human experience" of going on the trip was justification enough, the fine tours and briefing of the overall Ford Company production facilities, the River Rouge assembly line and the New Hot Strip Steel Mill really saved the day.

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In the concluding session, Mr. Colby came in to speak an hour and a quarter with the class. Mr. Colby said that he was impressed with the questions submitted by the class, in particular, "What can we as Midcareer executives do to make your job easier?" To this, the Director responded, "The greatest contribution you can make is in improving communications--not just passing paper--but real human communications--both up and down as well as laterally. Middle-level management can really make the difference."

#### Problems

The only major problem in the course was the high number of speaker substitutions--eight--four in Phase I and four in Phase II--with one outright cancellation. Although the field trip was not the high point of the course, going by commercial air proved very successful indeed.

#### Personal Observations

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██████████ who conducted courses 17 through 30, makes the following comparisons with earlier classes: The major changes have been reducing the course from six to five weeks by dropping the Managerial Grid, cutting the field trip in half, and presenting Phase I from a functional rather than a

Directorate orientation. I don't believe any of these changes has had a major impact on the course. A functional approach is undoubtedly an improvement. In Phase I, the Management exercise, Midcareer Obstacles, was a surprisingly effective innovation--although not a real substitute for the Grid. The most obvious, and encouraging change, was the lowering of the average age of the students by at least five years.

The major factors assuring the continuing success of the Midcareer Course after 12 years and 43 runnings are undoubtedly:

a. The now well-validated, stimulating mix of the course with the three distinct phases and the field trip, and having at least two weeks of the course conducted away from Headquarters and the Washington area.

b. The continued prestige and reputation of the course throughout the Agency. Although "Executive Development" was dropped from the title of the course, the DCI, DDCI and a number of the speakers still go out of their way to congratulate the students on having been selected for the course.

c. Perhaps most important of all--the input and interaction of the students themselves--in the individual presentations and the many discussions. The fact that the student body is representative of all four Directorates and of the Agency as a whole.

#### Summary of Class Reaction

The overall student evaluations of the course were, without exception, favorable, although expressed with varying degrees of enthusiasm.

Although more mixed, student reactions to the three phases of the course and the field trip still showed a surprising degree of uniformity, with Phases I and III rating the highest. On a scale of 1 to 7, Phase I evaluations ranged from 4 to 7 with the average at 5.5. Phase II evaluations ranged from 3 to 6--with the average 4.4; the field trip range was 2 to 6--average 3.1, and Phase III ranged from 3 to 6--average 5.1. Apparently this class showed a greater appreciation of Phase III, particularly of the outside speakers, than have recent classes.

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3 October 1974

MEMORANDUM FOR THE RECORD

SUBJECT: General Walters' Opening Remarks  
to Midcareer Course No. 43

General Walters spoke first about the current environment in which CIA finds itself. He feels that the "noise" has diminished considerably since President Ford spoke to the real leadership of Congress, i.e., the Speaker of the House, etc.

General Walters desires the following to be held in confidence: He reported on a recent visit made by him and Mr. Colby together to President Ford. He said President Ford was very "stalwart" in his defense of the Agency (this was in the context of covert action) and he expressed the hope that we would not allow ourselves to be intimidated, but think imaginatively and go forward.

Next, General Walters spoke about Congressional oversight. There was not much new in this. He pointed out that we already have oversight committees. He said we can live with any form of oversight Congress chooses and offered the personal opinion that he expects subcommittees of the House Foreign Affairs Committee and the Senate Foreign Relations Committee to be brought into the process. One apparently new detail about the Congressman Harrington affair: General Walters said that the leak (about [REDACTED] came from "a member of Congress" (i.e., Harrington) "who asked to attend a meeting of one of the oversight committees." General Walters thinks that public and Congressional pressures will henceforth make the chairmen of the oversight committees more careful to keep the members informed of what is going on.

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General Walters said that he had recently provided Governor Harriman (at Governor Harriman's request) with information to be used by Governor Harriman in a speech he was to make in New York October 2nd supporting the need for a covert action capability. He also noted that covert action now requires only [REDACTED]

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Also on the subject of oversight, General Walters pointed out that PFIAB is a very important part of the oversight process, and he added that, as with the Congressional oversight committees, CIA "has no secrets from PFIAB."

Finally, General Walters looked ahead a little to the future. He offered his well-known opinion that CIA ought to be looking ahead farther into the future ("five to ten years, to determine who is going to be in charge in the Soviet Union and in China, and what are their policies going to be"). On the subject of the future of the Agency, General Walters thinks there will be a few more reductions in size "which will not concern anyone in this room." He also thinks the CIA budget will inevitably have to be increased--that the "horror charts" don't really reflect the future.

There were only eight questions from the class:

- Q. Are there any indications that this anti-Agency campaign is orchestrated?
- A. There is no certain indication of this, but there are disturbing evidences. "I share your paranoia. If I were on the other side, this is about the way I would do it."
- Q. (from an Agency military reservist) Do you see any future changes in the Agency Reserve unit?
- A. Yes, I think many people would be mobilized in place (because of their knowledge of the Agency and their ability to form a bridge to the military).
- Q. Do you foresee greater control by the DCI over the various Defense Department intelligence services?
- A. The President's November 1971 letter gives the DCI control over everyone's budget. Control, however, must be exercised with care [REDACTED]
- [REDACTED] The Key Intelligence Questions are also an important medium of the DCI's control because they provide an objective standard against which services' performance can be measured.

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Q. Do you see a strengthening of the law against disclosure of classified information?

A. Yes ... and the people now violating the existing laws are helping us considerably.

Q. Do you see any changes in the tenability of our overseas bases and installations?

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Q. What do you think the impact of the Agee book will be? (from a LA Division class member).

A. One of the greatest difficulties will be with our liaison. It will cause some inconvenience, but most everyone has been moved.

Q. Do you feel the Director is happy with the SALT agreements?

A. He is happier than the Secretary of Defense. There couldn't have been any agreement without the means to verify its observance.



Midcareer Course Chairman

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19 November 1974

MEMORANDUM FOR THE RECORD

SUBJECT: DCI's Remarks to Midcareer Course No. 43,  
8 November 1974

1. Mr. Colby met with the members of Midcareer Course No. 43 from 1430 to 1545 on Friday, 8 November. Based on my observations of Mr. Colby's meetings with several other Midcareer classes in the past, I feel that, although Mr. Colby has always been very generous of his time, and has been forthcoming in his responses, he was in a much more relaxed mood with this group, and there was better rapport than I have seen in the past. Reasons that this was so are difficult to say, but one favorable factor may have been one of the written questions directed to Mr. Colby: "What can we do as mid-career executives to make your job easier?"

2. The Director varied his usual format in meeting with this group; usually, he has some prepared remarks that take about 15 minutes (perhaps 10 minutes this time), then he customarily goes through the written questions, ticking them off one by one, and finally he invites questions from the floor. This time, Mr. Colby invited the class members to ask further questions if any occurred to them while he was going through the list of written questions.

3. Mr. Colby opened his remarks by saying that he had read over the class members' questions and that he had distilled out of them several concerns, which he chose to paraphrase in several rhetorical questions that served to launch his discussion. Two of the questions were: "Is there a future in intelligence?" and "Are we going to survive as an Agency?"

4. A highly condensed summary of Mr. Colby's prepared remarks follows: We are adjusting to the aftermath of the Vietnam War and Watergate. The credibility gap must be bridged by solid information. This coincides with changes in the nature of intelligence collection methods and analysis away from the Mata Haris to technological collection and analysis. Further, he added, the nature of the political world is changing away from the old bipolarity of the giants to one where the smaller countries are no longer attached to one big power or the other. Among other significant changes, Mr. Colby mentioned that inflation has given us new

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collection, analysis, and production targets--but it has also given us new problems. He said, however, that the biggest change is in our responsiveness to Congressional direction and control. We must (stress is his) rest on public support--thus we try to respond to legitimate questions about our business; however, we will retain the necessary secrets. Mr. Colby added parenthetically that other nations' intelligence services are now beginning to feel similar pressures, and they are having to respond also. With regard to necessary secrets, Mr. Colby pointed out that one of our most urgent--protection of sources--is often well understood and appreciated by newsmen because of their similar positions with regard to their sources. To protect secrets, the Agency has taken various steps, including recommendation of legislation to control leakage of those that are essential. The Director then moved on to a discussion of the Agency's future, which he said will be determined by the quality of our work (which is held in good esteem). Mr. Colby said that our contributions have assisted the President and others in coping with the problems that he faces, and the fact that our contributions are objective and free of special pleading is much appreciated. Mr. Colby concluded by saying that the Agency has a good future.

5. Written questions. Proceeding from his prepared remarks to the written questions, Mr. Colby invited the members of the class to ask further questions from the floor in case his answers raised new questions. In reporting, the written question will be given first, followed by Mr. Colby's answer and any other questions and answers that ensued.

a. Are you satisfied with the results of your policy of a more public posture for the CIA?

Ans.: I'm not all that dissatisfied, although I am not satisfied. By talking and responding, you get a greater degree of interest and ill-informed interest. This has had its effects overseas, but I think it is temporary. I think the direction is essential.

Q.: How much internal objection have you been getting?

A.: One of the troubles with sitting in my seat is that you don't get much objection.

b. Do you expect the Agency to continue to manage large satellite collection systems?

Ans.: I would hope that the Agency doesn't manage large systems because one of the advantages of the Agency is its flexibility. The Agency pioneers better than it manages. Once a project gets to the point where it can be run, it should be transferred. We should use the high talent of this Agency in developing something new.

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f. Do you feel that your authority is commensurate with your responsibility as DCI?

Ans.: Yes. I do not have command authority over the other agencies. I am a staff officer to the President. As long as people know that I can go to the President and tell him things about them, I have all the authority I need.

g. CIA analysts are severely handicapped by the lack of cooperation from the U.S. Navy. What do you feel you can do as DCI to correct this situation?

Ans.: The situation has just been corrected. We have a new Director of Naval Intelligence. The Navy has learned new ways to compartment its information; the Navy has also waked up to the fact that it can get help from the Community.

h. To what degree does our intelligence product contribute to Mr. Kissinger's foreign policy planning and formulation?

Ans.: A great deal. The NSC uses our material very heavily, indeed. The whole SALT thing depends upon it.

i. As Director, you have made several changes in the Agency. Are you contemplating any further changes?

Ans.: If something comes up that needs it, I will take a look. New technology may force further changes. For example, regarding economic intelligence, we may have to question ourselves as to whether we are doing it right. If such examination calls for changes--fine. If not, fine, too.

j. Are you satisfied with the NIO system as it is currently functioning?

Ans.: Yes, I think it's been very helpful. I credit the NIO's with the spirit of collaboration we find. I don't know how anybody did his job before them. The NIO is a vehicle for getting across agency barriers.

k. Will inflation plus stringent OMB fiscal policies require continuing personnel and program reductions in the Agency? If so, please project the extent of reductions through 1980.

Ans.: I do project a further gradual personnel reduction. Partly, I do this because if I didn't, and later had to reduce, people would feel betrayed. We will do this through normal retirements, normal departures, and from the bottom 5%. I doubt that we are going to be able to compensate for inflation in scaling down our programs--thus, we will have less real dollars.

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1. Are you happy with the organization and effectiveness of the IC Staff? Does the current military cast of the Staff allow unbiased civilian control of intelligence?

Ans.: I have insisted that the IC Staff be headed by a military officer because the military is so much involved in intelligence activity. The IC Staff must have a military component of some size to keep the military satisfied.

m. Despite your strong emphasis on EEO, why has there been so little progress in this area? Should there not be more than just two officers working on the program?

Ans.: There has been some progress in the last few months. We have moved our percentage of blacks upward imperceptibly. A large EEO staff will not solve the problem, nor will tokenism. We, ourselves, must bring blacks and women in. Including this in the Annual Personnel Plan is the means for implementing the upward mobility.

Q.: Do you think the Agency has taken a close enough look at how well we have done by blacks?

A.: We are doing better, but not well enough by blacks; we are doing worse by women.

Q.: Are the recruiters doing a good job?

A.: The recruiters are doing a good job, but the pressure is really on all of us to bring good, qualified blacks into the organization.

n. What would you wish your successor to inherit as the major accomplishments of the Colby directorship?

What major continuing problems is he likely to confront?

Ans.: He's going to confront the management problem, but the largest problem is the continuing intelligence problem. I don't visualize any particular monuments.

o. What can we do as mid-career executives to make your job easier?

Ans.: The greatest contribution is communication (Mr. Colby's emphasis), not passing papers, but real human communication, both down and up. Middle level management can really make the difference.

Q.: Do you feel that there are too many groups at the top of the intelligence hierarchy--e.g., USIB, NSCIC, IRAC, etc.?

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A.: There are a great many groups; the reason for some is historical; there is some overlap. As long as we have communication we are all right. I am not concerned as long as we communicate properly with one another.

6. Mr. Colby then closed the meeting by wishing the members of the class success with "the remaining halves of your careers."



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8 October 1974

Memorandum for the Record

Subject: DDA's Remarks to Midcareer Course #43

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1. Mr. Blake met informally with Midcareer Course #43 Monday evening, 7 October, [REDACTED]. His appearance was well received.
  2. Mr. Blake opened his remarks by stating that the Midcareer Course was one of the few ways left in CIA where one can get a total overview of the four Directorates. He pointed out the value of the course to individuals (especially the portion at [REDACTED] as a "six weeks' sabbatical" and advised the course members to take advantage of this as a time to think. 25X1A

Remarks about the DDA:

3. Change of name: Mr. Blake explained the change of name to Directorate of Administration as being due to the fact that Mr. Colby had re-established the Office of the Comptroller outside the DDM&S (after Dr. Schlesinger's departure), which really meant that the managerial function was removed from the M&S. Mr. Blake recognized this fact and after assuming his position as Deputy Director, he pointed out to Mr. Colby that his Directorate really administered various functions and programs. Mr. Colby agreed to the name change.
4. Facts about the DDA: The Directorate consists of about [REDACTED] people 25X1A  
[REDACTED] in the Office of Communications); the budget is about [REDACTED] 25X1A  
of the total CIA budget. The average age of the personnel is 37.6 years; average grade is 10.03 (CIA average is 10.25). 25X1A
5. MBO: Mr. Blake said he has "thoroughly enjoyed" MBO. MBO forces a professional dialog and allows for some interesting spin-offs--he said "you know what is going on." Summing it up, he said, "We stand four-square for MBO." Mr. Blake offered the further opinion that within the Agency, we have to establish what he referred to as "horizontal MBO's" because certain offices have to work together.
5. Management of funds: Beginning this year, the Directorates receive the allotments and have the responsibility and power to hold back some money from the operating components, but they also have the obligation to monitor the spending by components. Mr. Colby's system (instituted when he was ExDir Comptroller) of allotting funds and conducting a post audit has been adopted.

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7. Other activities of the Directorate: The recommendations of the PASG are being implemented. The thrust of the PASG recommendations was to establish some uniformity among Directorates (one of the recommendations was to reduce the former 23 career services to 5).

8. Remarks about individual offices: Office of Communications--Skylink Program--CIA has a secure voice capability on a world-wide basis that is unique. It is due to be expanded in this coming year. Dr. Kissinger on a forthcoming trip to the Middle East will be served by it in [REDACTED] 25X1A  
[REDACTED] The terminal for this service will be the White House.

Office of Medical Services--Mr. Blake mentioned that the multi-phasic testing program has served about 2500 people thus far.

Office of Personnel--Mr. Blake mentioned that it has principally been engaged in implementing the PASG recommendations, and said that Mr. [REDACTED] 25X1A  
[REDACTED] will explain it.

Office of Joint Computer Support--Mr. Blake said this Office is engaged in planning ahead for the possible procurement of more advanced computers, and establishing the necessary environment for them, both of which are difficult tasks.

Office of Security--Mr. Blake said that the Agency decided about 4 months ago to review its position on the use of drugs (OMS and OP contributed to this review). The conclusion is that it is necessary for the Agency to keep in step with the national norms. The Office of Security is now examining the proposed new policy.

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Office of Logistics--Space allocation is complicated by the fact that everybody wants to be in Headquarters Building; Mr. Blake commented that the long-range solution is a new building, but he added that the economic and political climate is wrong for that at the present time.

Questions and answers

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10. (cont.)

Another question had to do with the continued use of the polygraph. Mr. Blake said that it will not be used as a prime source for developing evidence. Mr. Blake said he had had a question about EEO, and volunteered that [REDACTED] will cover this.

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Comments on the results of the Midcareerist Obstacle exercise

11. Mr. Blake read over a Xeroxed copy of all of the raw results of the team exercise with great interest. Please refer to the copy of this for clarification.

Is the Agency overreacting ...? Should Mr. Colby ...?

Mr. Blake said that he agrees wholeheartedly with the team answers. He spoke to the problem of Congress and some members' disclaimers of foreknowledge of the [REDACTED] operation. He speculated that the oversight issue had its genesis during the Cold War period--times have changed now, he said.

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Mobility and trends toward mobility among Directorates--He offered the opinion that we are a compartmented organization with four somewhat specialized Directorates. Mr. Blake feels it is therefore difficult to move a DDI officer into a DDO slot. He thinks massive rotation will not come about and doubts that it should come about. He pointed out that DDA officers more than anyone else serve in other Directorates.

On the subject of classification--"Why can't office managers distribute grades and slots ...?" Mr. Blake stated that with 43 operating components there would be anarchy. He further stated that if we didn't have a PMCD, "we would have to invent one, or something else to take its place."

Questions and answers from the floor

Q.: How much flexibility do we have to increase grades?

A.: The only constraint is the amount of money Congress will appropriate. Inflation and "grade creep" are taking their toll.

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Q.: What about either leading or following current mores in the US?

A.: We should neither lead nor follow, but strike a proper balance. In our hiring, we must be sure that we hire a representative spectrum of the US population.

Q.: Would it be bad if we did cast a mold for the rest of the country?

A.: We must be very careful of any such thing as that. Who would establish

the standards?  
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Questions and answers (cont.)

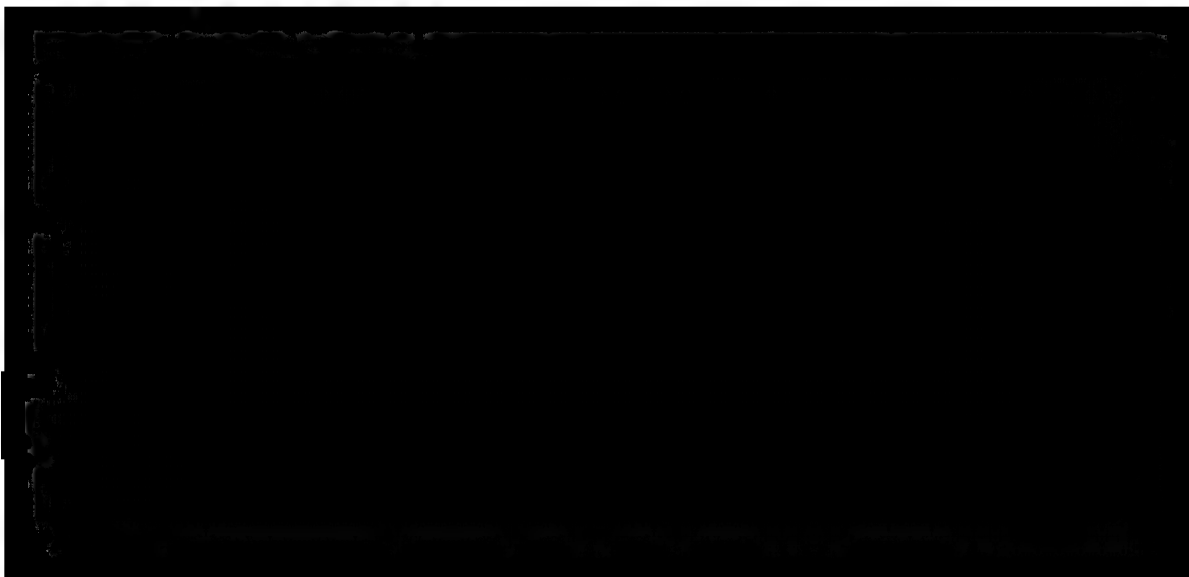
Q.: How do you feel about possible dismemberment of the Agency in response to current pressures?

A.: The Congress must think through its position with respect to the Agency. Mr. Blake stated that he felt that the current press support we are receiving represents positive progress. He further stated that he feels that Mr. Colby's "American intelligence service in the American pattern," although it poses very difficult questions, will be the saving of us.

Q.: How are economic pressures affecting your Directorate?

A.: Reductions in personnel are hurting us most. The Agency has just about reached the point where we can't take any more without reductions in responsibilities .

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Q.: What do we propose to do about the future Phil Agee's?

A.: That's a really tough question. The issue is adherence to a contract (secrecy agreement). Agee got a foreign publisher, and we can't touch him. I don't know how we could handle that one.

Q.: Marchetti said Credit Union money was used to speculate in stocks. Is this true?

A.: No, they are limited by law. There can be no investment in common stocks.

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OFFICE OF TRAINING

# MIDCAREER COURSE



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MIDCAREER COURSE

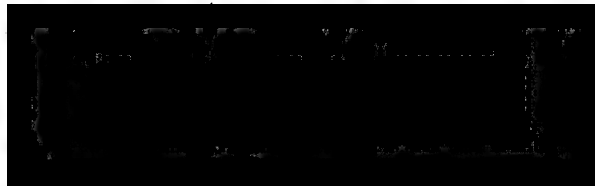
NO. 43

OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY



25X1A

Headquarters Area

Opening Day 2 October 1974

Phase I 6-23 October 1974

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MIDCAREER COURSE

NO. 43

CHAIRMAN:

[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

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[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

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TRAINING ASSISTANT:

[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

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### MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

### COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

### PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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WEDNESDAY, 2 October 1974  
(DCI Conference Room, 7 D 64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	<u>Introduction to the Course</u>	 25X1A Chairman, Midcareer Course	
1500	<u>Welcoming Address</u>		
	<u>Lieutenant General Vernon A. Walters</u> Deputy Director of Central Intelligence		
1530	<u>Special Clearance Briefings</u>	 25X1A Security Officer, OTR	

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SUNDAY, 6 October 1974

25X1A 1415

Arrival [REDACTED]

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1515

Welcome [REDACTED] and Security  
Briefing (Please convene in  
Classroom 11)



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25X1A 1600

Open House [REDACTED]

1700

Dinner (normal mess operating  
hours 1630-1730)

*Your predecessors in this course  
frequently have said that one of the  
greatest benefits of the course is the  
interaction among the class members,  
and so first, we introduce ourselves...*

25X1A 1900-2100

Class convenes [REDACTED]  
for informal session and  
introductions



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MONDAY, 7 October 1974

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PHASE I--THE AGENCY

*The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.*

0800-0850 Convene in Classroom 11  
Course Administration

Block I--Mutual Perceptions:  
The Agency and us

*In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Directorate of Administration will be discussed, as will legislative, legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.*

0900-1200 Team Exercise: Midcareerist Obstacles

*This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.*

Lunch

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1300-1515 Team reports

Dinner

1900-2100 An Evening with the Deputy  
Director for Administration

John F. Blake

*The DDA will speak briefly on the current status of his Directorate, bringing you up to date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.*

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TUESDAY, 8 October 1974

25X1A

0800-0900

Reading

Class

Intelligence Institute, Office  
of Training, Study Guide: The  
Organization of CIA, March 1974,  
12p. and chart. SECRET

Director of Central Intelligence,  
Perspectives for Intelligence,  
1975-1980, USIB/IRAC D 22.1/20,  
July 1974, 13p. SECRET No Foreign  
Dissem

Supplementary reading:

Briefing Officer, Intelligence  
Institute, Office of Training,  
The Central Intelligence Agency,  
January 1974, 24p. UNCLASSIFIED

*This Office of Training handout may be  
useful for a quick refresher on some  
of the aspects of our work that we make  
public. It does not treat any aspect in  
depth, but it may suggest what can be  
said in answer to questions.*

0900-0930

Discussion

Class and Staff

25X1A

0945-1045

The Agency's Relations  
with Congress

Deputy Legislative  
Counsel

*The Agency occupies an unusual, if  
not unique, position in the endemic  
contest between the Executive and  
Legislative branches of Government.  
Our speaker will review Congressional  
relations, describing the mechanisms  
responsible for oversight, and will  
share his impressions of the attitudes  
in Congress toward the Agency in this  
time of change.*

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TUESDAY, 8 October 1974

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1100-1200 CIA in Court

  
Associate General  
Counsel

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*One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operations and security.*

Lunch

1300-1330 Individual Presentation

1345-1445 The Agency's Relations  
with the Press

  
Deputy Assistant  
to the Director

25X1A

*The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.*

25X1A 1900-2100 Evening Session - 

  
25X1A

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WEDNESDAY, 9 October 1974

25X1A

0800-0930

Reading

Class

CIA, Employee Bulletin [REDACTED]  
"New Approaches to Personnel  
Management," 1 April 1974,  
ADMINISTRATIVE - INTERNAL USE  
ONLY

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Office of Personnel (a briefing  
prepared for Harold Brownman,  
DDM&S), "Annual Personnel Plan,"  
ADMINISTRATIVE - INTERNAL USE  
ONLY

-----, Annual  
Personnel Plan: Comment Sheet,  
ADMINISTRATIVE - INTERNAL USE  
ONLY

-----, Annual  
Personnel Plan, FY 74/75  
(Table of Contents only; the  
actual forms are available for  
examination), ADMINISTRATIVE -  
INTERNAL USE ONLY

-----, Personnel  
Development Program--FY 1975,  
ADMINISTRATIVE - INTERNAL USE  
ONLY

-----, Personnel  
Development Program Report Formats  
--Section I, ADMINISTRATIVE -  
INTERNAL USE ONLY

-----, PDP Charts  
and forms--Executive-level  
Development, and two Sample  
Models for Developmental  
Profiles; available for  
examination, ADMINISTRATIVE -  
INTERNAL USE ONLY

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WEDNESDAY, 9 October 1974

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Central Intelligence Agency,  
Affirmative Action Plan for  
Equal Employment Opportunity,  
Calendar Year 1974, Part D,  
pp. 17-34, November 1, 1973,  
UNCLASSIFIED

25X1A

0945-1045 The Agency and Its People

Fred W.M. Janney

Dep. Director of Personnel

*Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.*

1100-1200 Equal Employment Opportunity in the Agency

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Director of Equal  
Employment  
Opportunity Program

*The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. [REDACTED] will describe the nature of the problem and the actions to be taken to attempt to solve it.*

25X1A

Lunch

25X1A 1300-1400 Women in the Agency

*A special aspect of EEO in the Agency concerns the employment and advancement of women.*

25X1A [REDACTED] *will report on where we stand and where we are headed.*

Deputy Director,  
Equal Employment  
Opportunity Program,  
Federal Women's  
Program Coordinator

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WEDNESDAY, 9 October 1974  
[REDACTED]

25X1A

1415-1515     Security in the Agency Today

Charles W. Kane  
Director of  
Security

*The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Kane will describe the environment within which the Office of Security works and what its major current activities are.*

Dinner

[REDACTED] 25X1A

25X1A    1900-2100    Evening Session - [REDACTED]

Fred W.M. Janney

[REDACTED]  
Charles W. Kane

25X1A

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THURSDAY, 10 October 1974

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0815-0945

~~0800-0830~~ Individual Presentation

0800-0900

~~0845-0945~~ Developments in CIA Training

Deputy Director  
of Training

25X1A

25X1A

Mr. [REDACTED] will discuss the role of training in the Agency, new programs and developments within the Office of Training, as well as the various types of training available to Agency personnel under its auspices.

Block II--Collection and Processing

*Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.*

1000-1030 Reading

Class

Director of Central Intelligence,  
Key Intelligence Questions for  
Fiscal Year 1975, DCI/NIO 1751-  
74, 9 Aug. 1974, SECRET

1100-1130

~~1030-1200~~ The Deputy Director's View of  
the Operations Directorate

William E. Nelson

*Opening the DDO phase of the Course, Mr. Nelson will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.*

Lunch

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THURSDAY, 10 October 1974

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1245-1330

~~1300-1345~~ Discussion

1330-1350 *Reading*

1400-1515 The Directorate of Operations--  
Plans and Objectives

Class and Staff

Chief, Plans Staff

25X1A

*Our speaker will address the current state of priorities and objectives with particular attention given to the effects of recent changes on the Directorate's future role. He will also present the current resource situation and its impact on the future.*

Dinner

25X1A

25X1A 1900-2100 Evening Session -

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FRIDAY, 11 October 1974

25X1A

0830-1000 Individual Presentations

1015-1145 Field Station Activities

Chief, WH Division

25X1A

25X1A

*How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and [REDACTED] activities and how it interacts with Headquarters are some of the questions which will be considered by the speaker. He will also describe the relationship of CIA with other US overseas representation, particularly the State Department, where there is some overlap of reporting responsibilities.*

Lunch

1300 ETD

MONDAY, 14 October 1974

COLUMBUS DAY - HOLIDAY

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TUESDAY, 15 October 1974

25X1A

25X1A

0700-1000

1015-1200 Panel Discussion: The Soviet Union as an Operational Target

*Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speakers this morning will describe approaches to the target and the difficulties encountered; several case histories will be presented.*

Lunch

1300-1330 Individual Presentation

1345-1530 The Peoples Republic of China

*The speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.*

Dinner

25X1A 1900-2100 Evening Session -

*Soviet Bloc Division  
+ East European  
and Panel*

25X1A

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WEDNESDAY, 16 October 1974

25X1A

0800-0930 Individual Presentations

~~1015-1045~~

~~0945-1015~~ Technology and Intelligence

*Our speaker will present an overview of his Directorate, focusing on the whole of the Directorate's mission, organization, and the interrelationships of the components.*

Sayre Stevens  
Associate Deputy  
Director for  
Science and  
Technology

~~1100-1215~~

~~1030-1145~~ The Office of Development  
and Engineering

*The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.*

~~Leslie C. Dirks~~  
Director of  
Development and  
Engineering  
D/Systems  
Analysis Group

25X1A

~~1330-1430~~ Lunch

~~1245-1345~~ ELINT Activities

*What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.*

~~Robert D. Singel~~  
Director of ELINT

25X1A

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WEDNESDAY, 16 October 1974

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40-40  
1400-1500

The Office of Research  
and Development

James V. Hirsch  
Director of  
Research and  
Development

*This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.*

Dinner

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25X1A 1900-2100 Evening Session -

Sayre Stevens  
Leslie C. Dirks  
Robert D. Singel  
James V. Hirsch

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THURSDAY, 17 October 1974

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0830-0930

~~0800-0845~~ Discussion

~~0900-0930~~ Individual Presentation

Block III--Intelligence Production

*The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, scientific and military.*


0945-1045     A New Emphasis on  
Economic Research

  
Deputy Director of  
Economic Research

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*The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.*

1100-1200     The Office of  
Political Research

  
Deputy Director of  
Political Research

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*This office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence about which we will hear more later today. The Deputy Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.*

Lunch

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THURSDAY, 17 October 1974

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1300-1400    The Agency's Role in  
Current Intelligence

~~Richard Lehman~~  
Dep. Director of Current  
Intelligence

*One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.*

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1415-1515    Informal Session

~~Richard Lehman~~

25X1A

1900-2100    An Evening with the  
Associate Deputy Director  
for Intelligence

Paul V. Walsh

*In an informal evening session, the Associate Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.*

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FRIDAY, 18 October 1974

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0800-0830 Individual Presentation

0840-1110 The Organization Game Class and Staff

*The Organization Game is designed to allow you to place the Agency under critical review of its functions and its organization to perform those functions. Unencumbered by existing bureaucratic strictures, you have the opportunity, in teams, to redesign the Agency in a better configuration, but you must be prepared to support the new design in the face of possible challenges by your classmates.*

1115-1215 Team Reports Class and Staff

*The results of the team efforts are reported to the full group.*

Lunch

1315 ETD

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MONDAY, 21 October 1974  
(Chamber of Commerce Building, Room 916)

0830-0900 Administrative Time

0900-0930 Individual Presentation


0945-1045 The Agency's Responsibility  
in Strategic Research

Hank Knoche  
Director of  
Strategic Research

*The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.*

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1100-1200 The Office of Scientific  
Intelligence

  
Deputy Director  
of Scientific  
Intelligence

*The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Deputy Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.*

Lunch

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MONDAY, 21 October 1974  
(Chamber of Commerce Building, Room 916)

1315-1415    The Office of Weapons  
Intelligence

R. Evans Hineman  
Acting Director  
of Weapons  
Intelligence

*The Office of Weapons Intelligence  
is an important producer of  
finished intelligence for the DDS&T.  
The Acting Director of Weapons  
Intelligence will discuss the ways  
in which OWI uses raw data from*

25X1B

*and other information to build a  
coherent picture of the capabilities  
and performance characteristics of  
a strategic weapons system. Examples  
will be given of actual cases.*

1430-1545    Processing Intelligence:  
The Role of Central  
Reference Service

Harry C. Eisenbeiss  
Director, Central  
Reference Service

*The Central Reference Service provides  
a set of utilities in support of  
intelligence production and operations.  
Our speaker will discuss information  
flows into the Agency, the change in  
the flows over time, processing of the  
information for future retrieval,  
efforts to improve the system and your  
abilities to use or modify the CRS  
service.*

1600-1645    Discussion

Class and Staff

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TUESDAY, 22 October 1974  
(Local Field Trip)

0800-0920 Panel Discussion  
Chamber of Commerce Building

<sup>3</sup>  
class members

0930

*Carpools*

Bus departs [REDACTED]

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Block IV--Support to the Intelligence Process

*Intelligence collection, processing and production require a variety of support mechanisms. During the next two days you will hear about some of these activities and visit one of our major support facilities.*

1030-1130 Technical Service in  
Support of Operations

David S. Brandwein  
Director of  
Technical Service

*The Office of Technical Service primarily provides technical support for the Operations Directorate. The Director of Technical Service will give you an overview of these activities after which you will tour OTS facilities to learn about the kinds of equipment and support which the Office can supply.*

1130-1230 Briefings and Tours  
of Laboratory

OTS Staff

Buffet Lunch

1300-1645 Briefings and Tours  
Continued

OTS Staff

1650 Bus departs for  
Chamber of Commerce Building

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WEDNESDAY, 23 October 1974  
(Chamber of Commerce Building, Room 916)

0830-0930 Individual Presentations

0945-1045 Developments in Agency  
Communications

*Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.*

1100-1230 The Agency's Medical  
Services

*In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker and panel members will describe how the Agency's Office of Medical Services provides world-wide support to its human resources. They will also*

Chief of Operations,  
Office of Communi-  
cations

Dr. John Tietjen  
Director of  
Medical Services

and Panel

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25X1A

25X1B

Lunch

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WEDNESDAY, 23 October 1974  
(Chamber of Commerce Building, Room 916)

1345-1445    Logistical Support of  
              Agency Activities

Michael J. Malanick  
Director of  
Logistics

*Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.*

1500-1600    Individual Presentations

1600-1645    Phase I Evaluations

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**SECRET**

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OFFICE OF TRAINING

# MIDCAREER COURSE



**SECRET**



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MIDCAREER COURSE

NO. 43

PHASE II

THE INTELLIGENCE COMMUNITY  
(24-31 October 1974)

Chamber of Commerce Building

and

Field Trip

PHASE III

UNITED STATES AND WORLD AFFAIRS  
(1-8 November 1974)

Chamber of Commerce Building

and

Headquarters Area

PHASE II & III

24 October-8 November 1974

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### MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

### COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

### PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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THURSDAY, 24 October 1974  
(Room 916, Chamber of Commerce Building)

0830-0900	Discussion	Class and Staff
0900-0945	<u>Reading</u>	Class

Intelligence Institute,  
Office of Training,  
Study Guide: The United  
States Intelligence  
Community, July 1974, 25p.  
and chart. SECRET

Supplementary Reading

Marvin and Bernard Kalb,  
"Twenty Days in October,"  
New York Times Magazine,  
June 23, 1974, p.3 ff.

*An interesting account, adapted from Kalb brothers' book on Kissinger, of the orchestration of the Middle East cease-fire. It illustrates very well the stop-and-go nature of diplomacy and the importance a little bit of intelligence assumes in a relative vacuum. The Intelligence Community does not subscribe completely to every statement made by the Kalbs, but we feel that this article provides a worthwhile view from the outside.*

PHASE II--THE INTELLIGENCE COMMUNITY

*Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.*

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THURSDAY, 24 October 1974  
(Room 916, Chamber of Commerce Building)

*Edm. Donald Showers*

1000-1130    The Intelligence  
Community Staff

~~John M. Clarke~~  
Associate Deputy  
to the DCI for  
the Intelligence  
Community

*The President in November of 1971 directed additional leadership and resource overview responsibilities to the Director of Central Intelligence as they relate to the Intelligence Community. The DCI has taken a range of actions to respond and has his Intelligence Community Staff to help him. We will hear of the approaches being taken, the accomplishments achieved to date, and will get a picture of likely future issues.*

1130-1200    Individual Presentation

Lunch

1330-1445    The Bureau of Intelligence  
and Research

*Kurt Jones*  
~~William G. Hyland~~  
Director, Bureau  
of Intelligence  
and Research,  
Department of State

*The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.*

*Office Director  
for NE & SA*

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THURSDAY, 24 October 1974  
(Room 916, Chamber of Commerce Building)

1500-1615 The FBI and Intelligence

*As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.*



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1615 Course Administration

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FRIDAY, 25 October 1974  
(Room 916, Chamber of Commerce Building)

0815 Bus leaves from Chamber of  
Commerce Building to  
[REDACTED] (meet at rear of  
Chamber of Commerce Building)

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0900-1130 The National Photographic  
Interpretation Center

John J. Hicks  
Director, National  
Photographic  
Interpretation  
Center

*Although NPIC is predominantly a processor, it is closely involved with research and development, personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision-making process. The Director of NPIC will discuss his support to the Intelligence Community. You will also have an opportunity to visit PI analysts in a division of your own choosing, and you will hear from one of your own classmates about his work in the Center.*

1145 Bus to Chamber of Commerce  
Building

Lunch

1330-1500 The Defense Intelligence Agency

Rear Admiral  
William D. Robertson  
Assistant Deputy  
Director for  
Intelligence, DIA

*How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.*

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FRIDAY, 25 October 1974  
(Room 916, Chamber of Commerce Building)

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1515-1630 The National Intelligence  
Officers

  
Executive Assistant  
to the Deputy for  
National Intel-  
ligence Officers

*The National Intelligence Officer  
system has been introduced to  
provide the Director with a small  
group of officers drawn from the  
Intelligence Community responsible  
for specific subjects or areas.  
Our speaker will discuss the  
origins of this concept, how it  
is evolving, and what lies ahead.*

*no substitution*

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MONDAY-WEDNESDAY, 28-30 October 1974  
(Field Trip)

Monday, 28 October

1415 Convene at SW Entrance HQ  
1430 Bus leaves for National Airport  
1530 Depart National Airport for Detroit, Mich.  
via Northwest Airlines Flight No. 361  
1649 Arrive Detroit Metropolitan Airport  
1700 Bus to Holiday Inn, Dearborn, Mich.

Tuesday, 29 October

0900 Bus to Parke-Davis Pharmaceutical Co., Detroit  
0930-1115 Briefing and Tour of Parke-Davis  
Pharmaceutical Production Facilities  
1115 Lunch at Parke-Davis Cafeteria  
1200 Bus leaves for Warren, Mich.  
1300-1600 Briefing and Tour of General Motors Co.  
Technical Center, Warren, Mich.  
1615 Bus to Dearborn, Mich.

Wednesday, 30 October

0900 Bus to Ford Motor Co. Guest Center, Dearborn, Mich.  
0930-1200 Briefing and Tour of Ford Motor Co.  
River Rouge Plant  
1200 Lunch at Guest Center  
1300-1645 Tour of Ford Motor Co. Museums  
1650 Bus leaves for Detroit Metropolitan Airport  
1745 Depart Detroit via United Airlines  
Flight No. 752 for Washington, D.C.  
1857 Arrive National Airport  
1915 Bus leaves for Headquarters

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THURSDAY, 31 October 1974  
(Room 916, Chamber of Commerce Building)

0845-0915 Individual Presentation

0930-1100 The National Security Council  
Under the Ford Administration

*The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.*

*Colonel Donald Mc Donald*  
~~Richard T. Kennedy~~  
Director, National  
Security Council  
Planning and *Staff*  
~~Coordination~~

1115-1215 Treasury's Role in the  
Intelligence Community

*The Department of the Treasury joined the United States Intelligence Board just over two years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kinds of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.*

William N. Morell, Jr.  
Special Assistant  
to the Secretary of  
the Treasury for  
National Security

1215 Course Administration

Lunch

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THURSDAY, 31 October 1974  
(Room 916, Chamber of Commerce Building)

1330-1500

The President's Foreign  
Intelligence Advisory Board


*Cmdr. Lionel Olmes*  
Wheaton B. Byers  
*Dep.* Executive  
Secretary, PFIAB

*This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.*

1515-1630

The National Security Agency

*The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.*

 25X1A  
Assistant to the  
Dean of the  
Cryptologic Manage-  
ment Faculty,  
National Cryptologic  
School

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FRIDAY, 1 November 1974  
(Room 916, Chamber of Commerce Building)

0830-0900 Discussion  
0900-0930 Phase II Evaluations  
0930-1000 Individual Presentation

PHASE III--UNITED STATES AND WORLD AFFAIRS

*The international environment within which the Agency operates has undergone considerable change in recent years. National security as a national objective has required some redefinition. Economic turbulence and urban concerns at home have brought about significant reordering of national priorities. In Phase III we intend to bring you up to date on the most important developments both on the international and domestic scene, and the impact of such developments on the work of the Agency.*

25X1A

1015-1215 The Current Domestic Scene

*The speaker, former Assistant Director to the Anti-Poverty Program, will discuss current social-economic trends in the United States. In particular he will focus on "The Urban Crisis" and give his views on how the nation is coping in this vital area of concern.*

Lunch

1400-1600 Foreign Policy and Intelligence

*Drawing on his experience as a senior intelligence officer, who also served on States' Policy Planning Staff, the speaker will discuss the sensitive relationship between foreign policy and intelligence. He will give his views as to how the organization of foreign policy-making and personalities help to shape the way intelligence supports policy.*

John W. Huizenga  
Former Director of  
National Estimates

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MONDAY, 4 November 1974  
(Room 916, Chamber of Commerce Building)

0900-1000 Individual Presentations

1015-1145 Energy: Challenge of the 70's

*As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.*

James A. West  
Associate Assistant  
Administrator for  
Importing Nations,  
Federal Energy  
Administration

1150-1220 *1 P*  
Lunch

1330-1500 The US in the World Economy

*This presentation will analyze the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, Canada, and Japan. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to him in his policy making role.*

F. William Hawley  
Assistant Director,  
Council on Inter-  
national Economic  
Policy

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MONDAY, 4 November 1974  
(Room 916, Chamber of Commerce Building)

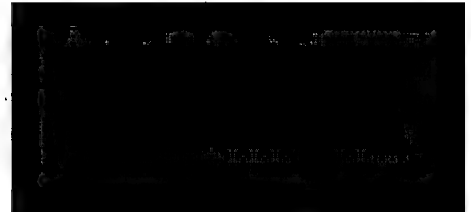
1900 Informal Reception

Class, Staff  
and Spouses

25X1A

2030-2200 Inventing the Future

*During the past four weeks you have heard from a large number of speakers on a great variety of topics. Our speaker will challenge you to "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during the course.*



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TUESDAY, 5 November 1974  
(Room 916, Chamber of Commerce Building)

0830-0900	<u>Reading</u>		Class
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Intelligence Community Staff,  
Analysis of Intelligence on  
Middle East War--October 1973,  
5 Aug. 1974, 23p. TOP SECRET  
SENSITIVE

0900-0930 Individual Presentation

25X1A

0945-1145      The Outlook for China  
                    in World Affairs

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

## Lunch

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TUESDAY, 5 November 1974  
(Room 916, Chamber of Commerce Building)

25X1A

1315-1415    International Drug Trafficking:  
              The Role of Intelligence

*The prevention of illegal importation of drugs into the US is a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority.*

1430-1630    US--Soviet Relations

*The Soviet Union, because of its dominant world position, its political and military strength, continues to be the Agency's primary intelligence target. Our speaker, who has recently returned from a visit to the USSR, will provide us with an overview of the strength and weaknesses of that nation, will discuss its foreign policy objectives, its attitudes toward the US, and its long and short range views on detente.*

National Intelligence Officer  
for the USSR

25X1A

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WEDNESDAY, 6 November 1974  
(Room 916, Chamber of Commerce Building)  
(DCI Conference Room, 7 D 64)

0845-0915 Individual Presentation

25X1A

0930-1130 Blacks in US Society

25X1A

*[REDACTED] a distinguished black historian, will identify contemporary, mainstream black attitudes toward the social, political and economic facets of American life, with particular emphasis upon that period marked by the beginnings of black awareness and activism. Some attention will be devoted to the current and future role and significance of black radicalism and militancy. [REDACTED] will also give us her views on the outlook for black-white relationships.*

25X1A

~~1145-1215 Individual Presentation~~

Lunch

1330-1415 Team Exercise - Room 7 D 64

1415-1530 Soviet Strategic Policy  
in SALT

25X1A

*[REDACTED] will present a review of current Intelligence Community thinking on the direction of Soviet policy toward the SALT negotiations. He will also review internal and external factors shaping Soviet policy.*

*[REDACTED]*  
Chief of Strategic  
Evaluation Center,  
Office of Strategic  
Research

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WEDNESDAY, 6 November 1974  
(DCI Conference Room, 7 D 64)

1545-1700    Management in CIA

*You have heard much during the past five weeks about management within the Agency. The secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.*

Carl E. Duckett  
Deputy Director  
for Science and  
Technology and  
Secretary, CIA  
Management  
Committee

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THURSDAY, 7 November 1974  
(Room 916, Chamber of Commerce Building)

0900-0945	Discussion	Class and Staff
1000-1130	<u>The Multinational Corporation</u>	<u>Lawrence B. Krause</u> Senior Fellow, The Brookings Institution

*One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.*

1145-1215 Individual Presentation  
Lunch

1345-1530 The Middle East:  
An Academic View

*Our speaker will discuss current developments in the Middle East and give us his views as to what the US policy for approximately the next decade should be. He will introduce some of the historical background from this century that has led to the present situation.*

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THURSDAY, 7 November 1974  
(Room 916, Chamber of Commerce Building)

25X1A

1545-1645    The Middle East:  
              The Intelligence View

*We turn now to the Middle East as an intelligence problem. The importance of this part of the world to the US is demonstrated by the number and range of collection and evaluation requirements levied upon the Community. Our speaker will assess the principal issues and problems from an intelligence viewpoint and will define the major areas of responsibility today and in the future for the collector and for the analyst.*

*and.* National Intelligence Officer  
for the Middle East and Islamic World

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FRIDAY, 8 November 1974  
(1 A 07 and 7 D 64, Headquarters)

0930-1015 Phase III Evaluations

25X1A

1015-1145 Where Are We Headed?

*The speaker, a leading political scientist and one of the country's best known and most respected elections analyst, will give us his views on the recent election results and its impact on the*

25X1A

*also offer his prognosis on changes within the US political arena in preparation for Election Year 1976 as well as discuss other significant political trends.*

Lunch

1315-1415 Overall Evaluations

(Director's Conference Room - 7 D 64)

1430 Informal Remarks

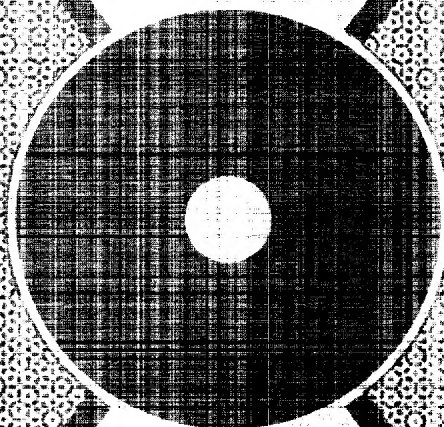
William E. Colby  
Director of Central Intelligence

Award of Certificates

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